

# Monitoring & Evaluation Framework: Dec 2019



Finances: Jan to Dec 2019

December '19	2019 YTD	BUDGET YTD	% Var	\$ Var	YE 2018	% Var	\$ Var
<b>SUMMARY</b>	<i>before adjustments</i>		<i>after adjustments</i>				
Total Donations	387,469	737,000	-47%	-349,531	206,084	88%	181,384
Total Centre Revenue	1,043,399	1,228,730	-15%	-185,331	1,068,359	-2%	-24,960
Total Other Revenue	45,171	51,350	-12%	-6,179	36,678	23%	8,493
<b>TOTAL REVENUE</b>	<b>1,476,039</b>	<b>2,037,080</b>	<b>-28%</b>	<b>-561,041</b>	<b>1,334,142</b>	<b>11%</b>	<b>141,897</b>
N1 Total Operating Expenses	513,571	655,500	-22%	-141,929	449,984	14%	63,587
Total Program Expenses	163,222	198,550	-18%	-35,328	163,744	0%	-523
Total Payroll Expense	753,978	873,150	-14%	-119,172	673,725	12%	80,253
Total Other Expenses	875	48,000	0%	0	300	0%	0
<b>TOTAL EXPENSE</b>	<b>1,431,645</b>	<b>1,775,200</b>	<b>-19%</b>	<b>-343,555</b>	<b>1,287,753</b>	<b>11%</b>	<b>143,892</b>
<b>NET INCOME</b>	<b>44,394</b>	<b>261,880</b>	<b>-83%</b>	<b>-217,486</b>	<b>46,389</b>	<b>-4%</b>	<b>-1,996</b>
N1 Operating Expenses include R&M Unusual Expenses which will be moved to Capital Asset accounts at completion of project							
Amount to be moved	\$	11,224					

- Grants + donations very healthy – up 88% year-over-year
- Total Centre Revenue down 2% year-over-year (see Earned Income report next page)
- Other revenue also healthy - up 23% year-over-year
- Operating expenses above 2018 due to increased priority on good stewardship
- Payroll expenses up in 2019 over 2018, due to full-year cost for ED, new resource development manager from July, one-time costs for one staff person, salary increases
- Note: final 2019 financial statements are prepared by an independent advisor and may vary from these numbers due to application of generally accepted accounting practices at year-end
- Bottom line: Sorrento Centre successful in growing revenue from grants, donations, others, but earned income remains sluggish; costs have been contained within available revenues



R&M: Jan to Nov 2019

<b>CAPITAL PURCHASES</b>	<b>Budgeted</b>	<b>POSTED TO Asset Accounts</b>	<b>POSTED TO Expenses</b>
Fascia/soffit/gutters - Caritas	25,839		
Tankless water heater - Lower WH	7,400	8,784	
Fire suppression/air exchange - Kitchen	8,000		
Passenger van - youth programming	35,000	26,019	
Re-purpose Spes Bona 2nd floor	29,170		
Re-purpose Rawson House	33,650	53,891	
Greenhouse - farm	23,000		5,164
Solar Project - Spes Bona	38,000	30,425	
Coin Operated laundry machines	2,500	3,208	
Deck repair/replace - Richardson	15,000		
Reno's in Richardson - lower floor			6,060
	<b>217,559</b>	<b>122,327</b>	<b>11,224</b>

There have been approximately \$31,500 in further capital asset purchases not specifically budgeted.

- Fiscal prudence required delay on several budgeted capital items until revenues available
- Several unexpected capital items emerged - including roofing to preserve three buildings, repairs + upgrades in kitchen; extensive IT upgrade (hardware + software)
- Capital items posted to operating, then shifted to capital as per generally accepted accounting practices and reported in year-end balance sheet
- Bottom line: capital spending within guidelines set by board in budget 2019

# Monitoring & Evaluation Framework: Dec 2019



Earned income: Jan to Dec 2019

	YTD 2019	YTD 2018	% Change
<b>Centre Revenue</b>			
Programming Revenue	118,802	115,411	3
Children & Youth Programming	16,777	12,629	33
Cancellation Fees	7,439	6,733	10
Accommodation Revenue	514,328	531,786	-3
Meals Revenue	335,559	340,886	-2
Administration Fees	46,625	42,989	8
<b>Total Centre Revenue</b>	<u>1,039,530</u>	<u>1,050,435</u>	-1
<b>Programming Contra</b>			
Adult Programs - Expenses	2,540	151	1,579
Adult Programs - Instructor Costs	<u>30,457</u>	<u>30,975</u>	-2
Total Adult Programs	32,997	31,126	6
Program Incentives & Discounts	8,750	10,720	-18
Hosted Meals - Instructor	8,373	9,130	-8
Hosted Meals - Board	1,792	1,348	33
Hosted Meals - Associates	10,791	13,803	-22
Hosted Accommodation - Instructor	21,277	23,444	-9
Hosted Accommodation - Board	4,195	2,897	45
Hosted Accommodation - Associates	14,306	21,399	-33
Hosted Programming	<u>14,925</u>	<u>18,095</u>	-18
Total Hosted & Discounted	84,409	100,836	-16
Youth Programs - Expenses	1,643	1,195	38
Youth Programs - Instructor Costs	<u>5,552</u>	<u>6,414</u>	-13
Total Youth Programs	7,196	7,608	-5
Youth Leadership Sponsorship	28,508	20,185	41
Program Volunteer Voucher Expense	6,700	3,320	102
<b>Total Program Expenses</b>	<u>159,809</u>	<u>163,076</u>	-2
<b>Total Earned Income</b>	<u>879,721</u>	<u>887,360</u>	-1

- Revenue down 1%
- Program expenses down 2%
- Bottom line: Total earned income flat-lined at -1% (below 2019 target of 15%)
- Note: tourism operators in the Shuswap are reporting poor year in 2019, with some reporting business down 25%

# Monitoring & Evaluation Framework: Dec 2019



SPRING OCCUPANCY BY PERCENTAGE																									
		MARCH					APRIL					MAY					SPRING								
ACCOM		2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019
LODGES		27	26	26	32	21	20	35	35	39	13	24	29	42	38	44	42	48	43	35	33	36	29	31	31
CASITAS		NA	0	34	11	42	29	NA	7	14	2	32	49	NA	29	43	29	30	23	NA	12	30	14	35	34
Cabanas												19 13 12													
SUMMER OCCUPANCY BY PERCENTAGE																									
		JUNE					JULY					AUGUST					SUMMER								
ACCOM		2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019
LODGES		42	45	40	46	42	49	68	69	85	68	58	74	84	80	80	82	85	71	65	65	68	65	62	65
CASITAS		NA	13	22	13	42	42	NA	16	79	83	73	88	NA	70	95	94	91	85	NA	33	65	63	69	72
CABANAS		18	21	11	9	23	24	77	73	83	75	57	64	82	74	80	74	80	69	59	56	58	53	53	52
SERVICED		12	15	2	11	18	22	47	39	57	40	42	38	51	58	59	61	58	58	37	37	39	37	39	39
UNSERVICED		10	16	2	14	9	13	31	28	45	35	38	20	56	62	58	67	52	52	32	35	35	39	33	28
FALL OCCUPANCY BY PERCENTAGE																									
		SEPTEMBER					OCTOBER					NOVEMBER					FALL								
ACCOM		2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019
LODGES		47	24	47	32	44	29	46	46	40	52	47	44	25	29	22	29	27	15	39	25	27	28	30	22
CASITAS		NA	13	36	31	28	12	NA	16	12	79	20	17	NA	7	16	51	38	0	NA	12	21	54	29	10

	2015	2016	2017	2018	2019
Annual Occupancy of Lodges for March-Nov	43.2	46.4	43.3	42.8	41.7
Annual Occupancy of Casitas for March-Nov	18.8	41.6	45.6	46.5	41.7

- Spring occupancy flat-lined, summer occupancy up slightly in lodges + casitas
- September occupancy levels down due to loss of carvers' event
- Weak occupancy numbers confirm that focus needs to remain on earned income
- Outlook for 2020: early registration numbers for new cycling weeks show great promise

Occupancy: March to Nov 2019

**Greater visibility + relationship-building:**

- more events + activities planned: Owl prowl, small hall crawl
- continued to strengthen our relationship with Secwepemc leadership (plans for Indigenous arts event in May of 2020 taking shape)
- continued outreach to church, other faith groups and communities
- new cycling course has filled two weeks of programming in 2020
- registrations building for new fabric arts program in spring of 2020
- strong early registrations for SOYA (sold out within two hours)

**Living into our mission:**

- active planning for 2020 programming, including Five Weeks of Summer Winter Youth Retreat 2020 and other events: strong and varied program in place
- successful candidate accepted offer for youth manager position
- working with Kindale (Salmon Arm) and Salmon Arm Syrian refugees to increase the number of 'non-traditional' employment opportunities

**Enhanced marketing + communications:**

- major overhaul of IT system continues, including hardware and software
- upgraded room registration system installed on new server, awaiting testing

**Strengthening resource development:**

- fundraising continuing for phase two of solar campaign and greenhouse at farm
- small donations revenue of \$28,130 - below anticipated amount but still strong

